



# 3-5 Year Strategic Plan

This document includes Narrative Responses to specific questions that grantees of the Community Development Block Grant, HOME Investment Partnership, Housing Opportunities for People with AIDS and Emergency Shelter Grants Programs must respond to in order to be compliant with the Consolidated Planning Regulations.

## GENERAL

### Executive Summary

The Executive Summary is optional, but encouraged. If you choose to complete it, please provide a brief overview that includes major initiatives and highlights that are proposed throughout the 3-5 year strategic planning period.

#### 3-5 Year Strategic Plan Executive Summary:

The Federal Housing and Urban Development Department (HUD) has many programs that provide funds for low/moderate income communities, particularly in regards to the three main HUD program goals of decent housing, a suitable living environment and expanded economic opportunities. HUD requires each community receiving funds to complete a Consolidated Plan clearly identifying the community's needs, goals and priorities. This information is also useful to residents, businesses, non-profits and nearby communities. Funding from the following programs is based on the needs identified in this Plan.

Community Development Block Grant (CDBG)  
HOME Investment Partnerships (HOME)  
Emergency Shelter Grants (ESG)  
Housing Opportunities for Persons with AIDS (HOPWA)

In determining needs, goals and priorities, West Valley City got input from many sources and did considerable background research. One important source of information was the City's General Plan: Vision 2020. This document was written in 1999 after an extensive public input and research process, which helped the City create a collective vision for the future and goals and actions to reach that vision. The Vision 2020 results have been combined with HUD specific public input and research to help West Valley City determine strengths and needs.

The public input process identified some strengths that help define West Valley City. Residents and business owners appreciate the healthy neighborhoods, the central location in the Salt Lake Valley, the high rate of homeownership, the affordability of the housing stock, the ethnic diversity and the strong job base.

There were a number of areas, however, where people told the City there is room for improvement. People are concerned about housing maintenance and neighborhood upkeep. In addition, they would like to see a wider variety of housing types and prices. Residents asked the City to provide crime prevention programs, youth programs and help for seniors. They asked for improved public spaces with

streetscapes that provide curb, gutter, sidewalks, bike lanes and landscaping. They want more parks and open space preserved while there is still land available. They requested a variety of transportation options to allow those without automobiles to move around town more easily.

In talking more specifically to local non-profits, the emphasis shifted to a need for programs to prevent people from becoming homeless and to assist those already without housing. The need for each community to take some transitional housing and permanent affordable housing was discussed. Special needs populations were recognized as needing help with both housing and social services.

Many of the goals that came out of the planning process can be achieved by ordinance changes or other staff initiatives, while others require a financial commitment. The list below shows the goals that the City hopes to address with CDBG and HOME funds over the next five years.

**Decent Housing**

- maintenance: ensure that the current inventory of public and private affordable housing is not lost due to deterioration or other causes
- homelessness: support both homeless prevention programs and the addition of new permanent and transitional housing
- special needs populations: support additional housing for people with special needs

**Suitable Living Environment**

- neighborhoods: assist residents to become homeowners
- community: continue to support programs for youth and seniors

**Expanded Economic Opportunities**

- economic growth: continue to use public improvements to enhance West Valley City's image and fuel economic growth

A complete copy of the Consolidated Plan is available at the address below or online.

West Valley City Hall  
Community and Economic Development Department  
3600 South Constitution Boulevard, Suite 240  
West Valley City, UT 84119-3720  
801.963.3282

<http://www.wvc-ut.gov>

## **Strategic Plan**

Due every three, four, or five years (length of period is at the grantee's discretion) no less than 45 days prior to the start of the grantee's program year start date. HUD does not accept plans between August 15 and November 15.

**Mission:**

Improve the quality of life in West Valley City through: effective long range visioning and land management; strengthen and improve neighborhoods; enhance the City's economic strength; seek and obtain Federal and other resources to meet City needs.

## General Questions

1. Describe the geographic areas of the jurisdiction (including areas of low income families and/or racial/minority concentration) in which assistance will be directed.
2. Describe the basis for allocating investments geographically within the jurisdiction (or within the EMSA for HOPWA) (91.215(a)(1)) and the basis for assigning the priority (including the relative priority, where required) given to each category of priority needs (91.215(a)(2)).
3. Identify any obstacles to meeting underserved needs (91.215(a)(3)).

3-5 Year Strategic Plan General Questions response:

1. Please see attached CDBG map for WVC.
2. West Valley City's City Council has an annual process in place to assess the needs of the community and how each of the City Departments can best respond to those needs. Part of this process includes identifying the issues, making goals relative to each issue, and then creating action items to meet those goals. These action items are then reported on quarterly by the Department Heads to the City Council to measure the success in meeting the needs of the City. Continually, a high priority of the City Council is finding ways to help neighborhoods reverse the signs of deterioration. Recently the Code Enforcement Division has implemented a program called Operation Saturation, which targets geographic areas within the City to help identify City Code violations that contribute to the deterioration of neighborhoods. Another effort of the Code Enforcement Division is the assignment of one officer to the CDBG areas within the City.

The West Valley City Neighborhood Services Specialist works closely with the City's Community Oriented Police (COP) Unit to work with the City's 121 neighborhood associations and neighborhood watch groups to help the residents identify problems and find ways to fix them before they become chronic. Crime Prevention Through Environmental Planning (CPTED) assessments may be requested by residents to evaluate physical elements in their communities that may be contributing to crime.

3. First and foremost among obstacles is the continued cutbacks to CDBG funding that has occurred over the last several years. Organizations that have put these funds to good use improving the lives of low and moderate income households have had to cut back and in many cases discontinue programs.

Language barriers have proven to be difficult obstacles. At Pioneer Elementary School, 29 different languages are spoken as a first language by families with children attending classes. Educating many of these people about programs and opportunities for better housing and employment opportunities often must be done through a translator. While West Valley City has employees who speak a variety of different languages, many of the languages spoken among the different cultural and ethnic communities in the City are spoken by very few other people.

Cultural traditions that discourage requests for assistance from outside of extended family are common among the many diverse ethnic communities in the City.

Communication of information about programs targeted and available to households in need frequently does not reach it's intended audience.

Predatory lending practices are particularly damaging to efforts to meeting underserved needs. When an individual of any group is abused in attempts to improve their housing situation, word spreads through the immediate community and further discourages others in the same situation from seeking any assistance from mainstream financial institutions. The reluctance extends to checking and saving accounts and serves to further isolate households from the most basic financial structures of American life.

## **Managing the Process (91.200 (b))**

1. Lead Agency. Identify the lead agency or entity for overseeing the development of the plan and the major public and private agencies responsible for administering programs covered by the consolidated plan.
2. Identify the significant aspects of the process by which the plan was developed, and the agencies, groups, organizations, and others who participated in the process.
3. Describe the jurisdiction's consultations with housing, social service agencies, and other entities, including those focusing on services to children, elderly persons, persons with disabilities, persons with HIV/AIDS and their families, and homeless persons.

\*Note: HOPWA grantees must consult broadly to develop a metropolitan-wide strategy and other jurisdictions must assist in the preparation of the HOPWA submission.

### **3-5 Year Strategic Plan Managing the Process response:**

1. West Valley City is part of a consortium that includes Sandy City, West Jordan City, Taylorsville City and is headed by Salt Lake County. West Valley City Housing Authority, which is part of the Community and Economic Development Department, administers the CDBG funds, while Salt Lake County administers the HOME funds.
2. Throughout the General Plan process, many agencies were contacted and asked to participate and coordinate with our efforts. In each subject area, resource agencies were identified and asked to attend. For example, a transportation forum was held that included the Wasatch Front Regional Council, the Utah Department of Transportation, consultants working on an inter-modal center study, adjacent community representatives, the Utah Transit Authority, our Public Works department and the Planning Division. Each of the forums included similar outreach to appropriate agencies for the topics of downtown, transportation, parks/open space and housing/neighborhoods.

Individual agency consultations were performed to obtain information about perceived needs and data that they could lend to our research process. For example, Public Health was contacted regarding lead based paint problems, and the Utah Anti-Discrimination and Labor Division was contacted regarding potential Fair Housing complaints.

Representatives from the City attended HUD Consolidated Plan training on May 14, 2004. City representatives also attended input meetings organized by Salt Lake County and Salt Lake County Council of Governments to discuss special needs populations. Finally, the City has informally talked with surrounding cities and the county.

The Grants Office conducted meetings where representatives of many different service providing agencies were invited. These meetings help to ascertain what those agencies feel are the most serious problems facing our community. The meetings lead to the submission of projects by the various agencies.

There have been many opportunities for coordination within City government, with other adjacent communities, and with various resource providers. This has been a particularly strong effort on the part of the City to assure access to various groups, the consortium members, State and area-wide agencies.

3. There are a variety of non-profit organizations currently involved in the West Valley City area, these agencies have coordinated and consulted with the City in the past:

a) Community Action program - this agency has the responsibility to assist low income people with financial issues, language skills, cultural skills, affordable housing outreach (H.O.R.P.) and weatherization.

b) Salt Lake County CDBG - this agency provides services along with the West Valley City Housing Authority to implement the HOME program funds.

c) The Road Home - this agency is involved in homeless shelters and transitional housing. There are many other agencies that provide housing for the homeless but the Road Home has the experience and management capacity available to increase availability of transitional housing in West Valley City.

d) Independent Living Center and Community Services Council - these agencies provide programming, housing, and counseling to the handicapped.

e) The Work Activity Center - this agency provides skills and counseling as well as some residential care for severely handicapped individuals.

f) Valley Mental Health - this agency provides mental health services in West Valley City as well as residential care facilities.

g) Salt Lake County Division of Aging - this agency provides a variety of program services and assistance to the elderly.

h) West Valley City Planning & Zoning Division - this Division in the West Valley City offices provides technical assistance, studies, information and referral and assists in the development of target neighborhood plans.

i) The West Valley City Neighborhood Coordinator - this position is intended to foster the growth of neighborhood organizations and neighborhood planning within the City.

- j) West Valley City Crime Coalition - this non-profit organization is being organized to address crime issues within the neighborhoods.
- k) Neighborhood Coordinating Committee - this committee, composed of a variety of City Departments and their representatives, is being organized to provide information and assistance to neighborhoods.
- l) Community Services Council - administers the SHHIP program to assist the elderly with their everyday household maintenance needs.
- m) Rape Crisis Center - this non-profit provides counseling and support to victims of rape.
- n) South Valley Sanctuary - this is a shelter for battered women.
- o) Salt Lake Donated Dental Services

### **Citizen Participation (91.200 (b))**

1. Provide a summary of the citizen participation process.
2. Provide a summary of citizen comments or views on the plan.
3. Provide a summary of efforts made to broaden public participation in the development of the consolidated plan, including outreach to minorities and non-English speaking persons, as well as persons with disabilities.
4. Provide a written explanation of comments not accepted and the reasons why these comments were not accepted.

\*Please note that Citizen Comments and Responses may be included as additional files within the CPMP Tool.

3-5 Year Strategic Plan Citizen Participation response:

1. A Citizen Participation Plan has been drafted by the Grants Division of the Community and Economic Development Department. The Plan has been approved by the City Council. Changes to the Plan may be suggested by any member of the Community and Economic Development Department, City Council, HUD, or any citizen of West Valley City. Once approved by the City Council, the changes will become part of the Plan. The Plan shall remain in effect until all programs being executed with federal grant funds have been completed or until superseded by another Citizen Participation Plan which has been approved by the City Council. Copies of the plan are available in the West Valley City Housing/Grants Division. Attached is a copy of the Plan.
2. None received at this time.
3. Public meetings are frequently held by staff to meet with citizens and interest groups within the City. Some limited translation is available for non-English speaking persons through staff members who are multi-lingual. West Valley City hall

meets ADA requirements and is served by local bus service which provides transportation options for persons with disabilities.

4. Not applicable at this time.

## **Institutional Structure (91.215 (i))**

1. Explain the institutional structure through which the jurisdiction will carry out its consolidated plan, including private industry, non-profit organizations, and public institutions.
2. Assess the strengths and gaps in the delivery system.
3. Assess the strengths and gaps in the delivery system for public housing, including a description of the organizational relationship between the jurisdiction and the public housing agency, including the appointing authority for the commissioners or board of housing agency, relationship regarding hiring, contracting and procurement; provision of services funded by the jurisdiction; review by the jurisdiction of proposed capital improvements as well as proposed development, demolition or disposition of public housing developments.

### **3-5 Year Strategic Plan Institutional Structure response:**

1. The West Valley City municipal government and specifically the West Valley City Housing Authority are the entities most involved with the provision of housing services. These services are funded through the Community Development Block Grant program, HUD appropriations HOME funds and some general taxation funds. The Salt Lake County Housing Authority and Salt Lake City Housing Authority also work within West Valley City providing housing services.

The institutional capabilities of the non-profits identified above is not completely known. Their staffing needs are not part of this research process. Coordination with these agencies has been excellent in the past and will continue on an ongoing basis. Most of the coordination will occur through the West Valley City Housing Authority and Grants Office. These roles and relationships will continue throughout the planning period.

2. The West Valley City Housing Authority is administered by the Board of Directors, who also are the elected councilpersons of West Valley City. The executive Director is also the City Manager of the City. The housing authority is administered as a Division of the Community and Economic Development Department. Hiring, contracting, and procurement all comport with established City policies. The Board of Directors meet in session once each month to review any proposed capital improvements or development proposals. This arrangement seems to work well for the Housing Authority and the City. Communication between the two entities occurs naturally and on a daily basis as employees "change hats" in dealing with daily work items. The difficulty with this arrangement lies in that those in leadership positions tend to see themselves first and foremost as leaders of the City, not the Housing Authority. Consequently, Housing Authority issues are settled not solely on criteria developed by an independent housing authority with typical goals and priorities but



by elected officials concerned with serving the interests of the entire population of the city.

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### **Monitoring (91.230)**

1. Describe the standards and procedures the jurisdiction will use to monitor its housing and community development projects and ensure long-term compliance with program requirements and comprehensive planning requirements.

3-5 Year Strategic Plan Monitoring response:

1. Monitoring will be the primary responsibility of the Housing/Grants Office of West Valley City. This office includes the function of the Housing Authority and oversees the Community Development Block Grant Program, grant research and HOME funds. Monitoring will ensure that the statutory and regulatory requirements are being met and that proper budgeting procedures are being followed. Activities funded by block grant dollars that are conducted by West Valley City Departments will be monitored as if those departments were sub-recipients. The West Valley City Housing/Grants Office intends to monitor sub-recipients of CDBG funding to insure that activities conducted by the City, as well as those administered by entities other than the City, are being conducted in accordance with all applicable federal requirements and with the guidelines found in this Consolidated Plan. This monitoring will be conducted on at least an annual basis and will be the responsibility of the same office. Monitoring will consist of review of sub-recipient agreements, local documentation and on-site visits to determine compliance. Data collected from reports and on-site monitoring will be included in the grantee performance report. To date, the current monitoring system has been successful and efficient to provide guidance and evaluation of sub-recipient activities.

### **Priority Needs Analysis and Strategies (91.215 (a))**

1. Describe the basis for assigning the priority given to each category of priority needs.



2. Identify any obstacles to meeting underserved needs.

3-5 Year Strategic Plan Priority Needs Analysis and Strategies response:

1. Priority needs were determined through the City's General Plan and Strategic Plan. The 2020 Vision General Plan was completed in the year 2000. This General Plan sets forth long range goals for West Valley City. It emphasizes setting goals and creating strategies for the future of the City.

The Strategic Plan evaluates current City priorities through a process of determining the most pressing issues that the City needs to address. Wide ranging issues are reduced to 3 to 7 categories. These categories represent issues that if not resolved could overwhelm the City within a 3 to 5 year timeframe. Within each category, goals are developed and strategies created, along with milestones/measurements. These two documents reflect the City priorities and those priorities are reflected in this section.

In addition to the documents mentioned above, public input received at hearings is also taken into consideration.

2. Lack of adequate funding impacts the City's abilities to make significant progress in all areas of need. Staff resources are stretched in our effort to move all need areas ahead. For example, funding for much of the City Center Vision plan is inadequate and will continue to be a major hurdle for the City.

## **Lead-based Paint (91.215 (g))**

1. Estimate the number of housing units that contain lead-based paint hazards, as defined in section 1004 of the Residential Lead-Based Paint Hazard Reduction Act of 1992, and are occupied by extremely low-income, low-income, and moderate-income families.
2. Outline actions proposed or being taken to evaluate and reduce lead-based paint hazards and describe how lead based paint hazards will be integrated into housing policies and programs.

3-5 Year Strategic Plan Lead-based Paint response:

1. Lead poisoning remains one of the biggest environmental health hazards to children in the U.S. today. The main culprit is lead-based paint, which was used in houses built before 1978. Small children may ingest lead by eating chipping paint or by putting objects covered with lead dust into their mouths. Lead dust is often present in older homes with deteriorating paint. Remodeling or repainting older houses without taking proper precautions often creates lead dust. The highest risk is for children under 6 years of age who are growing rapidly and absorb lead efficiently. Childhood lead poisoning is associated with impaired development, kidney damage, learning disabilities and in severe cases coma, convulsions or death. In adults high levels of lead can cause memory loss, nerve disorders and fertility problems.

Salt Lake County as a whole has a relatively low prevalence of childhood lead poisoning, mostly concentrated in the older sections of Salt Lake City. The health department estimates there are close to 600 children in Salt Lake County who have elevated levels of blood lead.

In the summer of 1996, the Salt Lake City-County Health Department made an effort to increase lead screening among children through a media campaign. The number of children getting screened increased for a short time, then dropped down.

West Valley has 17,439 homes built before 1978. The 2000 Census data shows 15,729 children aged 72 months or younger in the City, but does not clarify how many of those children are living in housing built before 1978. The September 2000 ruling on lead based paint only affects those homes built prior to 1978. There are an additional 1,006 homes built in 1978. None of the City Housing Authority units are at risk.

There is no current way to estimate the number of children of various income groups at risk for lead poisoning. West Valley Housing Authority and West Valley Building Inspections employees were trained in the 2000 HUD law. They in turn, will conduct a campaign to ensure that the word gets out to builders and residents.

2. In all dwellings assisted by the City, an initial inspection will be performed. Counter measures will be performed by the owner where economically feasible, or owner may choose not to participate in assisted housing programs. This includes all assisted housing programs and rehabilitation loans.

## HOUSING

**Housing Needs (91.205)**

\*Please also refer to the Housing Needs Table in the Needs.xls workbook

1. Describe the estimated housing needs projected for the next five year period for the following categories of persons: extremely low-income, low-income, moderate-income, and middle-income families, renters and owners, elderly persons, persons with disabilities, including persons with HIV/AIDS and their families, single persons, large families, public housing residents, families on the public housing and section 8 tenant-based waiting list, and discuss specific housing problems, including: cost-burden, severe cost- burden, substandard housing, and overcrowding (especially large families).
2. To the extent that any racial or ethnic group has a disproportionately greater need for any income category in comparison to the needs of that category as a whole, the jurisdiction must complete an assessment of that specific need. For this purpose, disproportionately greater need exists when the percentage of persons in a category of need who are members of a particular racial or ethnic group is at least ten percentage points higher than the percentage of persons in the category as a whole.

### 3-5 Year Strategic Plan Housing Needs response:

1. West Valley City provides a wide variety of housing choices for most income levels, age groups, and those with special needs. As stated earlier in this document, our diverse housing stock provides well for our needs, except in the extremely low income group where natural market forces are insufficient incentive for developers to construct that type of housing. Essentially there just is not enough profit for developers to venture into that market without significant government assistance. Other income categories are well served in our existing housing stock which has the following breakdown:

### BUILDING PERMIT ACTIVITY FOR NEW RESIDENTIAL DWELLING UNITS

	Up to 2002	2003	2004	July 2005	Total	% of Total
Single Family	23,989	486	351	190	25,016	67.5%
Duplex	1,398	2	0	0	1,400	3.8%
Multi-Family	7,544	439	150	22	8,155	22.0%
Mobile Home	2,426	20	23	4	2,473	6.7%
Total	34,628	947	524	216	37,044	
Cum. Total	35,357	36,304	36,828	37,044		

Source: West Valley City Building Permits Records and Census Records

As per the table, there is a large percentage of the City in rental housing, duplexes and mobile homes. In addition, from County records, we have found that in many

neighborhoods single family homes are being rented. This we believe is relatively common in our City because of the low prices that were present in the 1980's allowing many people to purchase homes, pay their loans down, refinance and then move on to a larger, newer home, but keep the old one as a rental. Unfortunately, many of these rentals are poorly managed and seem to contribute to a crime and appearance related problem. These homes do satisfy a need, however, for larger families that need or want to rent. There appears to be some overcrowding in many of these homes as more than one family may reside in the home. This seems to be a cultural phenomenon common to Hispanic and Polynesian cultures. The overcrowding may be placing an extra burden on local schools and to a certain extent on the neighborhood with cars continually parked in the street, or improperly parked in the yard. Many of these families live together by choice, but some need to draw off one another for income support. Census trends as well as local observations tell us that the City is making a transition to higher minority concentrations. Current estimates are at approximately 30% and this seems to be an increasing trend.

There are many assisted projects in the City. About 5 major elderly assisted projects were built in the 1990's. Mixed income assisted projects were also common during that time. Last year the City completed a demolition and replacement project on Harvey Street, that eradicated a crime ridden 4-plex rental neighborhood and replaced it with 2 projects, one for elderly and one for families. Both of these will be managed by 2 professional management companies as opposed to absentee landlords which was the norm on the old Harvey Street. The City continues to facilitate projects that help diversify our housing stock.

West Valley rental rates are consistently one of the lowest in the Valley. Thus our rates help to provide a more affordable housing stock. Housing prices are lower too.

Those families utilizing the City owned public housing are required to participate in a variety of programs to help make them more self-sufficient. Our waiting list both for Section 8 and public housing continues to be long.

The City works with Salt Lake City to help provide housing choices for persons with HIV/AIDS.

2. West Valley City is one of the most diverse cities in the State of Utah. In an examination of public housing and section 8 waiting lists and other limited data obtained, it does not appear that any one racial or ethnic group is disproportionately in need of housing assistance.

## **Priority Housing Needs (91.215 (b))**

1. Identify the priority housing needs in accordance with the categories specified in the Housing Needs Table (formerly Table 2A). These categories correspond with special tabulations of U.S. census data provided by HUD for the preparation of the Consolidated Plan.
2. Provide an analysis of how the characteristics of the housing market and the severity of housing problems and needs of each category of residents provided the basis for determining the relative priority of each priority housing need

category.

Note: Family and income types may be grouped in the case of closely related categories of residents where the analysis would apply to more than one family or income type.

3. Describe the basis for assigning the priority given to each category of priority needs.
4. Identify any obstacles to meeting underserved needs.

3-5 Year Strategic Plan Priority Housing Needs response:

1. As stated previously in the document, the most difficult category of housing need is the extremely low income at 30% of the MFI. Although there is need in most categories, this one stands out as the least likely to be satisfied with normal market forces. Larger families may have the most difficult challenge in finding housing in this category. Most developers are not interested in entering that market because the return is insufficient. Public assistance is needed in that area. The City has been successful in promoting some projects in this category over the last 5 years.

2. In coordinating with the Consortium, many categories of need were considered high. Not all housing needs are being satisfied in any particular category. The need in the extremely low income category is greater than other categories due the available diverse housing stock within the City for most income categories. Priorities were coordinated within the Consortium.

3. Priorities were determined through consultation with the Consortium, a review of Census data, trends in housing within the community, perceived needs based on past experience, and an analysis of the information provided in the tables. The City General Plan and Strategic Plans also provided a framework for priority setting.

4. Funding is the main obstacle to providing housing in the various categories. In addition, public acceptance is often difficult to achieve. This may be due to a perception that some of the projects are not well managed, have recurring crime problems and appearance may not be the best. This perception is more associated with older apartment projects than the newer ones in our community. Rezoning hearings can be volatile. Actual processing of projects is efficiently accomplished once the project is approved by the appropriate public body.

## **Housing Market Analysis (91.210)**

\*Please also refer to the Housing Market Analysis Table in the Needs.xls workbook

1. Based on information available to the jurisdiction, describe the significant characteristics of the housing market in terms of supply, demand, condition, and the cost of housing; the housing stock available to serve persons with disabilities; and to serve persons with HIV/AIDS and their families.
2. Describe the number and targeting (income level and type of household served) of units currently assisted by local, state, or federally funded programs, and an assessment of whether any such units are expected to be lost from the assisted housing inventory for any reason, (i.e. expiration of Section 8 contracts).
3. Indicate how the characteristics of the housing market will influence the use of funds made available for rental assistance, production of new units, rehabilitation

of old units, or acquisition of existing units. Please note, the goal of affordable housing is not met by beds in nursing homes.

### 3-5 Year Strategic Plan Housing Market Analysis responses:

1. There are a number of documents that have been used in this market analysis. The City's General Plan: Vision 2020. The housing vision for West Valley City, as defined in the updated General Plan is "A city containing quality housing of all types and prices." The Housing Section of this plan includes a state mandated "Moderate Income Housing Plan". Among the goals listed are increasing the quality of all new housing, creating a balance of types and prices of housing, encouraging home ownership and assuring that housing is available for people with special needs. The Moderate Income document looks at current housing affordability in the City and suggests strategies to address identified needs.

Although the percent of single family housing in West Valley has gone up, there is still a good representation of apartments, duplexes and mobile homes. Nearly 18% of the current housing stock is in multi-family, and nearly 7% consists of mobile homes. Traditionally both these types of housing have been relatively affordable.

Planning staff estimates that there are 1,300 acres of vacant agricultural land and vacant residentially zoned land with residential development potential. Assuming a density of 4 units to the acre and 3.3 persons/household, the City at build out would have room for a population of 135,827 people.

Most residents of both West Valley City and Salt Lake County own rather than rent. Ownership rates in the City are higher than those of the County for all races and for Hispanics. This reflects both the affordability of ownership in the City and the belief that ownership provides stability and stronger connections to the community.

Rental prices and for sale prices are lower in West Valley City than in most of the surrounding areas. This affordability attracts low income residents. The low income residents attract builders who choose to build smaller, more affordable housing, reinforcing the trend.

HUD MSA income numbers are used, because by using the MSA income numbers, the regional affordability of West Valley is clarified. However, since incomes in the City are lower than the MSA, it is likely that there is more need for affordable housing in the City than is shown here.

Rents in West Valley are lower than in most areas of the Salt Lake Valley. This would indicate that the City is already supplying more affordable housing than other communities. To clarify it further, Table 7 compares West Valley City average rents with what is affordable for different income categories (for a family of four paying 30% of their income for housing). This does not include utilities, which can vary widely. Clearly those in the 80% bracket are able to find affordable housing. Those in the 50% bracket might find it difficult due to utility costs, but considering this is based on average rents, the 50% group are likely to find housing at the low end that is affordable. However, people in the 30% income level appear to be completely priced out of the market.

It is also important to look at for sale housing. Home ownership is an important value in West Valley, and again the data shows that the City is considerably more

affordable than the rest of the Valley. Although home prices have risen over the years, West Valley has remained well below the County average.

The last study on housing condition was done for the 2000 Consolidated Plan. At that time a survey found that almost 70% of the rental units in the City were substandard, and around 38% of the owner occupied units were substandard. Substandard was defined as being a combination of problems leading to an overall evaluation for the unit indicating that substantial repair is needed. The study involved exterior observation of such items as cracking foundations or broken windows. It should be noted that the majority of rental problem areas were in older 4-plexes and duplexes, not in managed complexes. These units often lack on site management and thus are not always kept up well. Nearly all the substandard units were deemed suitable for rehabilitation.

The West Valley Housing Authority administers the Section 8 program of Certificates and Vouchers. This program is mostly targeted to very low income households and assists with rent payments for market rate housing. In theory by allowing lower income residents access to market rate housing, concentrations of poverty can be avoided and all residents have equal access to neighborhoods with safe streets and good schools. Not all landlords are willing to take Section 8 Certificates and Vouchers, however, which can erode the effectiveness of this program. Still, it is generally very helpful in allowing some of our lowest income residents access to decent housing. Due to the high demand and limited supply, people applying can expect to be on the list for a year before they are issued a Certificate or Voucher.

West Valley residents receiving Section 8 Certificates or Vouchers - 513 persons  
West Valley waiting list -1,300 persons

Besides providing Section 8 and some subsidized housing, the WVC Housing Authority administers programs to provide downpayment assistance, home maintenance funds and emergency repair funds. These programs help low and moderate income residents to find and maintain affordable housing. The Housing Authority also administers a downpayment project for the adjacent city of Taylorsville.

Other current sources of subsidized units include HOME funds, CDBG, Section 202 funds and State Trust funds. Projects in the City with a built in subsidy are listed below in Table 12. Many of these units have 3 bedrooms but few are larger than 3 bedrooms. It is useful to note that in Utah large families are not unusual, and affordable housing for large families is often hard to find.

Currently there are no at risk subsidized units, as most of the older units are Public Housing and the newer units are in Low Income Housing Tax Credit projects.

2. Besides regular housing needs, there are individuals in West Valley who need special housing, due to special needs. Generally, people with special needs, like most people, prefer to live as independently as possible. There are two types of help that make independence possible, physical adaptations and social services. For the physically disabled and frail elderly, simple changes such as wheelchair accessibility or door handles instead of knobs, may be enough to allow independent living. For others, such as mentally ill individuals or homeless persons, social services may be needed in order to achieve the necessary stability. Each person has unique needs and many benefit from a combination of physical modifications and social services.



All communities have individuals who need help and all communities have an obligation to ensure appropriate housing is available. Although there are no reliable numbers on these populations, the following analysis describes current knowledge.

Currently there are 505 units in West Valley that are designated for seniors over 55 years of age. Some of these units are subsidized and some are market rate. The apartments vary in the amount of services they offer. Each of these projects have units that are wheelchair accessible, and many have additional modifications for the elderly.

These projects also vary in their affordability, based on how they were funded. Valley Fair Village, which is the most affordable, charges residents 30% of their income for rent. This is the only project where rent is based at 30% of income, and there is a six month waiting list.

Housing for people with severe and persistent mental illness is provided by Valley Mental Health, which has 20 units at Oquirrh Ridge West and 20 units at Valley Crossroads. These are affordable one bedroom units for clients who are able to live independently, but who need a dependable connection to mental health treatment. Valley Mental Health also has leased housing and housing vouchers that they use to ensure their clients are adequately housed.

Since the passage of the Americans for Disabilities Act in 1991, housing for the physically disabled has become easier to find. Many units are available in the community for those able to afford market rent. For disabled persons on Supplemental Security Income (SSI) there is more concern. A total monthly income of \$500 in 2005 does not allow people to pay market rents. Currently there are 12 affordable units for the physically disabled in Magna that are managed by Utah Non-Profit Housing. That agency considers affordable wheelchair accessible housing as a current priority. The Disabled Rights Action Committee confirmed that the problem is not finding housing that is accessible, but is finding housing that is accessible and affordable. One thing that has helped is that West Valley City Housing Authority was recently awarded 100 Section 8 Certificates for handicapped and disabled individuals. The James Woods Special Needs study estimates a current County supply of around 450 handicapped accessible units in the Valley, with a target for 2010 of 1,000 units.

Finding housing for people with substance abuse is often difficult. Although substance abuse is often more of a medical concern than a housing concern, it is frequently linked to homelessness. There is a debate as to whether homelessness is caused by substance abuse or substance abuse is a reaction to homelessness, but either way both housing and treatment are important. There are a wide variety of agencies providing substance abuse treatment in the Salt Lake Valley and according to a counselor at the County Substance Abuse referral center there is a short wait time for people interested in participating.

With the new drugs increasing life expectancy for people with HIV/AIDS, there is likely to be an increasing need for housing for this group. The special needs study estimates a County-wide current supply of around 30 units and a need for around 75 units by 2010.

The Salt Lake County Housing Market: Seniors and Other Special Needs Populations provides a slightly different estimate. This study shows there are currently around 650 shelter beds available year round, with an additional 350 from November to April

at the overflow shelter. That study also shows a current inventory of 290 units of transitional housing. The estimated need here for the year 2010 is a more conservative additional 300 emergency beds and 500 transitional units.

In West Valley the known homeless population consists mostly of single men living along the banks of the Jordan River. However, based on occasional complaints to the City, there may be a large number of over-crowded and doubled-up households at risk of homelessness. These are mostly minority families with low paying jobs who are sharing a house until they are able to find more appropriate accommodations. Unfortunately there are no numbers regarding this population.

West Valley City's response to homelessness includes regular contributions of CDBG money to Traveler's Aid society, the largest shelter provider in the County. That agency also manages three transitional houses in West Valley. Finally, there is a current project in the pipeline which consists of around 22-24 units of permanent affordable housing targeted to formerly homeless women and families.

3. These numbers will be used to influence decisions made by City officials when identifying needs within the City for the annual Strategic Plan document. The City Center redevelopment project will also provide a wide range of housing types to help address the needs as identified above. As housing units are acquired for redevelopment projects around the City, new housing units will be constructed to meet housing needs in all areas.

### **Specific Housing Objectives (91.215 (b))**

1. Describe the priorities and specific objectives the jurisdiction hopes to achieve over a specified time period.
2. Describe how Federal, State, and local public and private sector resources that are reasonably expected to be available will be used to address identified needs for the period covered by the strategic plan.

3-5 Year Strategic Plan Specific Housing Objectives response:

1. The maintenance and preservation of existing housing and the creation of new opportunities for homeownership in the City are high priorities for West Valley City. Funds are proposed for home rehabilitation, emergency repairs, and down payment assistance in the City. City planners will research and recommend specific neighborhoods for targeted education and assistance involving rehabilitation and homeownership opportunities.
2. The City will partner with The Road Home homeless shelter organization and use HOME funds to carry out a TBRA program benefiting twenty families leaving the shelter and attempting to achieve stability.

The Salt Lake Community Action Program coordinates volunteers to provide needed home maintenance for senior citizens living in the City. Funds will be used to purchase supplies used for seasonal maintenance and basic household repairs, allowing seniors to maintain property values and continue independent living.

HOPWA funds received through Salt Lake City will be used to provide decent, safe, and affordable housing for eight households dealing with AIDS.

As a recipient of a Shelter Plus Care grant, the City will partner with Valley Mental Health to provide housing and case management for ten households attempting to maintain a stable, largely independent lifestyle outside of a mental health facility.

## **Needs of Public Housing (91.210 (b))**

In cooperation with the public housing agency or agencies located within its boundaries, describe the needs of public housing, including the number of public housing units in the jurisdiction, the physical condition of such units, the restoration and revitalization needs of public housing projects within the jurisdiction, and other factors, including the number of families on public housing and tenant-based waiting lists and results from the Section 504 needs assessment of public housing projects located within its boundaries (i.e. assessment of needs of tenants and applicants on waiting list for accessible units as required by 24 CFR 8.25). The public housing agency and jurisdiction can use the optional Priority Public Housing Needs Table (formerly Table 4) of the Consolidated Plan to identify priority public housing needs to assist in this process.

3-5 Year Strategic Plan Needs of Public Housing response:

The West Valley City Housing Authority currently administers 513 Section 8 Housing Choice Vouchers and owns 18 public housing units. The 18 public housing units are scattered single-family homes located throughout the city. Currently the 18 public housing units are in very good condition. Several units will need new roofs in the next five years and several other units will need new furnaces in the next five years. There are currently 1357 households on the waiting list. Twenty six of those households, or 2%, have at least one member who is disabled. The Housing Authority is in the process of examining how many of the units would be feasible to make Section 504 compliant. It appears that most of the units would be very difficult and expensive to convert. Housing Authority personnel are researching the possibility of selling several units and purchasing newer units that are already Section 504 compliant or which could be reasonably converted.

## **Public Housing Strategy (91.210)**

1. Describe the public housing agency's strategy to serve the needs of extremely low-income, low-income, and moderate-income families residing in the jurisdiction served by the public housing agency (including families on the public housing and section 8 tenant-based waiting list), the public housing agency's strategy for addressing the revitalization and restoration needs of public housing projects within the jurisdiction and improving the management and operation of such public housing, and the public housing agency's strategy for improving the living environment of extremely low-income, low-income, and moderate families residing in public housing.

2. Describe the manner in which the plan of the jurisdiction will help address the needs of public housing and activities it will undertake to encourage public housing residents to become more involved in management and participate in homeownership. (NAHA Sec. 105 (b)(11) and (91.215 (k))
3. If the public housing agency is designated as "troubled" by HUD or otherwise is performing poorly, the jurisdiction shall describe the manner in which it will provide financial or other assistance in improving its operations to remove such designation. (NAHA Sec. 105 (g))

3-5 Year Strategic Plan Public Housing Strategy response:

1. The West Valley City Housing Authority's strategy to serve the low income families residing within its jurisdiction consists of the following:
  - a) Provide a safe and secure environment in the West Valley City Housing Authority Public Housing Developments.
  - b) Expand the range and supply of housing choices available to participants in the West Valley City Housing Authority's Section 8 tenant based assistance program.
  - c) Focus on expanding the availability of decent, safe, and affordable housing through the creation of partnerships with other entities for the purpose of leveraging private or other public funding for the creation of additional housing opportunities.
  - d) Renovate or modernize public housing units as needed and ensure that tenants keep the units presentable so they do not detract from the neighborhoods where they are located because of ordinance violations or other nuisances.
  - e) Ensure equal opportunity and affirmatively further fair housing by undertaking affirmative measures to ensure access to assisted housing regardless of race, color, religion national origin, sex, familial status, and disability. Also to undertake affirmative measures to provide a suitable living environment for families living in assisted housing.

The West Valley City Housing Authority works to promote self-sufficiency and asset development of assisted households by working to increase the number and percentage of employed persons in assisted families. It collaborates to provide or attract supportive services to improve assistance recipients' employability and provide or attract supportive services to increase independence for the elderly or families with disabilities.

2. The West Valley City Housing Authority has adopted the following goals and objectives:
  - a) Provide a safe and secure environment in the West Valley City Housing Authority Public Housing Developments.
  - b) Expand the range and supply of housing choices available to participants in the West Valley City Housing Authority's Section 8 tenant based assistance program.

- c) Focus on expanding the availability of decent, safe, and affordable housing through the creation of partnerships with other entities for the purpose of leveraging private or other public funding for the creation of additional housing opportunities.
- d) Renovate or modernize public housing units as needed and ensure that tenants keep the units presentable so they do not detract from the neighborhoods where they are located because of ordinance violations or other nuisances.
- e) Promote self-sufficiency and asset development of assisted households by working to increase the number and percentage of employed persons in assisted families. Collaborate to provide or attract supportive services to improve assistance recipients' employability and provide or attract supportive services to increase independence for the elderly or families with disabilities.
- f) Ensure equal opportunity and affirmatively further fair housing by undertaking affirmative measures to ensure access to assisted housing regardless of race, color, religion national origin, sex, familial status, and disability. Also to undertake affirmative measures to provide a suitable living environment for families living in assisted housing.

Fraud investigations and regulation enforcement will continue at its current high level. Resultant legal hearings are conducted by an independent third party with housing experience.

The Housing Authority will continue to work to expand the supply of assisted housing. To date, applications for additional Section 8 Vouchers have not been approved. However, last year five HOPWA vouchers were funded through Salt Lake City and an additional five were granted this year. Shelter Plus Care vouchers were approved by the Salt Lake County Continuum of Care but were not funded by HUD last year. After re-applying this year, 21 vouchers were approved. Willow Park Apartments and the Gearld L. Wright Senior Villas were built as a collaboration with West Valley City and many other public and private partners, resulting in an additional 167 affordable units.

- 3. Not applicable to West Valley City.

### **Barriers to Affordable Housing (91.210 (e) and 91.215 (f))**

- 1. Explain whether the cost of housing or the incentives to develop, maintain, or improve affordable housing are affected by public policies, particularly those of the local jurisdiction. Such policies include tax policy affecting land and other property, land use controls, zoning ordinances, building codes, fees and charges, growth limits, and policies that affect the return on residential investment.
- 2. Describe the strategy to remove or ameliorate negative effects of public policies that serve as barriers to affordable housing, except that, if a State requires a unit of general local government to submit a regulatory barrier assessment that is substantially equivalent to the information required under this part, as determined by HUD, the unit of general local government may submit that assessment to HUD and it shall be considered to have complied with this requirement.

3-5 Year Strategic Plan Barriers to Affordable Housing response:

1-2. Salt Lake County is currently conducting a study of Barriers to Affordable Housing which West Valley City staff is participating and providing input. Once the County study is completed elements of the plan will be assessed for relevance to West Valley City.

## HOMELESS

### Homeless Needs (91.205 (b) and 91.215 (c))

\*Please also refer to the Homeless Needs Table in the Needs.xls workbook

Homeless Needs— The jurisdiction must provide a concise summary of the nature and extent of homelessness in the jurisdiction, (including rural homelessness where applicable), addressing separately the need for facilities and services for homeless persons and homeless families with children, both sheltered and unsheltered, and homeless subpopulations, in accordance with Table 1A. The summary must include the characteristics and needs of low-income individuals and children, (especially extremely low-income) who are currently housed but are at imminent risk of either residing in shelters or becoming unsheltered. In addition, to the extent information is available, the plan must include a description of the nature and extent of homelessness by racial and ethnic group. A quantitative analysis is not required. If a jurisdiction provides estimates of the at-risk population(s), it should also include a description of the operational definition of the at-risk group and the methodology used to generate the estimates.

#### 3-5 Year Strategic Plan Homeless Needs response:

As discussed in the Housing Market Analysis, local shelters are generally in Salt Lake City and there are no plans to provide a shelter in West Valley. However, there is a need in West Valley both for transitional and permanent affordable housing. The report on homelessness and the special needs reports both estimated current and future need. A recent memo from the Long Range Planning Committee for the homeless allocated needed housing units for the year 2000 to local communities based on population. They defined West Valley as having 11.7% of the County population, a slightly smaller percent than Wasatch Front Regional Council estimate of 11.91%. In their estimation West Valley, in order to meet their fair share needs for the homeless, should provide the following.

6 Transitional Units  
16 Permanent Units

Currently there are 3 transitional units in the City that are managed by Traveler's Aid Society. Two of these units contain families and the third is home to single men. In order to attain the City's fair share we would need to add 6 transitional units.

The other issue with homelessness is prevention. It is easier to help families and individuals before they become homeless, through helping with other needs. Supporting organizations that provide services to low/moderate income households can provide the stability needed to maintain housing.

## **Priority Homeless Needs**

1. Using the results of the Continuum of Care planning process, identify the jurisdiction's homeless and homeless prevention priorities specified in Table 1A, the Homeless and Special Needs Populations Chart. The description of the jurisdiction's choice of priority needs and allocation priorities must be based on reliable data meeting HUD standards and should reflect the required consultation with homeless assistance providers, homeless persons, and other concerned citizens regarding the needs of homeless families with children and individuals. The jurisdiction must provide an analysis of how the needs of each category of residents provided the basis for determining the relative priority of each priority homeless need category. A separate brief narrative should be directed to addressing gaps in services and housing for the sheltered and unsheltered chronic homeless.
2. A community should give a high priority to chronically homeless persons, where the jurisdiction identifies sheltered and unsheltered chronic homeless persons in its Homeless Needs Table - Homeless Populations and Subpopulations.

3-5 Year Strategic Plan Priority Homeless Needs response:

1-2. The City maintains contact and a cooperative working relationship with Salt Lake County Housing Authority which has recently completed "An Analysis of Housing Demands and Supply for Salt Lake County's Chronically Homeless Population." West Valley City also has a working relationship with the organization Utah Issues, Center for Poverty Research and Action which has recently completed a "Poverty in Utah 2004, Annual Report on Poverty, Economic Insecurity, and Work." Both these documents along with a new study being coordinated through the County entitled "A 10-year Plan to End Chronic Homelessness" are being used to assess the situation in West Valley City to be followed by implementation measures.

## **Homeless Inventory (91.210 (c))**

The jurisdiction shall provide a concise summary of the existing facilities and services (including a brief inventory) that assist homeless persons and families with children and subpopulations identified in Table 1A. These include outreach and assessment, emergency shelters and services, transitional housing, permanent supportive housing, access to permanent housing, and activities to prevent low-income individuals and families with children (especially extremely low-income) from becoming homeless. The jurisdiction can use the optional Continuum of Care Housing Activity Chart and Service Activity Chart to meet this requirement.

3-5 Year Strategic Plan Homeless Inventory response:

According to the study prepared by Salt Lake County in 2004 it is estimated that county wide there are approximately 10,000 individuals that experience homelessness at some time during the year. It is also estimated that of those individuals, 1,000 will satisfy HUD's definition of chronically homeless.



The following is a list of providers and the services they have available.

- a) The Road Home: shelter with 256 beds for men, 64 beds for women, and 31 family units.
- b) Rescue Mission, a shelter with 80 beds for men.
- c) Volunteers of America Utah, a substance abuse center with 56 beds.
- d) Valley Mental Health, 213 units to provide housing for the severely mental ill.
- e) Wasatch Homeless Health Care, does not provide housing. Provides medical services to an estimated 6,400 individuals annually.
- f) Valor House, provides housing for 61 homeless veterans who are mentally ill.
- g) Homeless Veterans Fellowship, an organization from Weber County that is proposing an estimated 40 units of transitional housing for veterans with criminal records.
- h) Utah Department of Corrections, there are approximately 6,000 individuals in Salt Lake County that are on probation or parole. The Department of Corrections will be instituting a program to help these individuals find housing.
- i) Foster Youth, State programs are being researched to help these individuals transition into housing as they become 18.
- j) St. Vincent's, primarily a food kitchen, but also offers employment case management, social, and legal services. They estimate they serve approximately 1,000 clients annually. During the winter, the dining room provides 100 beds for emergency shelter.
- k) Transient Services, this organization provides vouchers for local motels and hostels to approximately 60 individuals and families on a daily basis.

## **Homeless Strategic Plan (91.215 (c))**

1. Homelessness— Describe the jurisdiction's strategy for developing a system to address homelessness and the priority needs of homeless persons and families (including the subpopulations identified in the needs section). The jurisdiction's strategy must consider the housing and supportive services needed in each stage of the process which includes preventing homelessness, outreach/assessment, emergency shelters and services, transitional housing, and helping homeless persons (especially any persons that are chronically homeless) make the transition to permanent housing and independent living. The jurisdiction must also describe its strategy for helping extremely low- and low-income individuals and families who are at imminent risk of becoming homeless.
2. Chronic homelessness—Describe the jurisdiction's strategy for eliminating chronic homelessness by 2012. This should include the strategy for helping homeless persons make the transition to permanent housing and independent living. This strategy should, to the maximum extent feasible, be coordinated with the

strategy presented Exhibit 1 of the Continuum of Care (CoC) application and any other strategy or plan to eliminate chronic homelessness. Also describe, in a narrative, relationships and efforts to coordinate the Conplan, CoC, and any other strategy or plan to address chronic homelessness.

3. Homelessness Prevention—Describe the jurisdiction’s strategy to help prevent homelessness for individuals and families with children who are at imminent risk of becoming homeless.
4. Institutional Structure—Briefly describe the institutional structure, including private industry, non-profit organizations, and public institutions, through which the jurisdiction will carry out its homelessness strategy.
5. Discharge Coordination Policy—Every jurisdiction receiving McKinney-Vento Homeless Assistance Act Emergency Shelter Grant (ESG), Supportive Housing, Shelter Plus Care, or Section 8 SRO Program funds must develop and implement a Discharge Coordination Policy, to the maximum extent practicable. Such a policy should include “policies and protocols for the discharge of persons from publicly funded institutions or systems of care (such as health care facilities, foster care or other youth facilities, or correction programs and institutions) in order to prevent such discharge from immediately resulting in homelessness for such persons.” The jurisdiction should describe its planned activities to implement a cohesive, community-wide Discharge Coordination Policy, and how the community will move toward such a policy.

3-5 Year Homeless Strategic Plan response:

1-5 A consortium of Salt Lake County municipalities and the County government are currently drafting a document entitled "A 10-year Plan to End Chronic Homelessness." West Valley City staff and elected officials are participating and providing input. Once this document is completed, elements of the document will be assessed for implementation in West Valley City.

## **Emergency Shelter Grants (ESG)**

(States only) Describe the process for awarding grants to State recipients, and a description of how the allocation will be made available to units of local government.

3-5 Year Strategic Plan ESG response:

Not applicable to West Valley City.

## **COMMUNITY DEVELOPMENT**

### **Community Development (91.215 (e))**

\*Please also refer to the Community Development Table in the Needs.xls workbook

1. Identify the jurisdiction's priority non-housing community development needs eligible for assistance by CDBG eligibility category specified in the Community

Development Needs Table (formerly Table 2B), – i.e., public facilities, public improvements, public services and economic development.

2. Describe the basis for assigning the priority given to each category of priority needs.
3. Identify any obstacles to meeting underserved needs.
4. Identify specific long-term and short-term community development objectives (including economic development activities that create jobs), developed in accordance with the statutory goals described in section 24 CFR 91.1 and the primary objective of the CDBG program to provide decent housing and a suitable living environment and expand economic opportunities, principally for low- and moderate-income persons.

NOTE: Each specific objective developed to address a priority need, must be identified by number and contain proposed accomplishments, the time period (i.e., one, two, three, or more years), and annual program year numeric goals the jurisdiction hopes to achieve in quantitative terms, or in other measurable terms as identified and defined by the jurisdiction.

### 3-5 Year Strategic Plan Community Development response:

1-2. Priority needs were determined through the City's General Plan and Strategic Plan. The 2020 Vision General Plan was completed in the year 2000. This General Plan sets forth long range goals for West Valley City. It emphasizes setting goals and creating strategies for the future of the City.

The Strategic Plan evaluates current City priorities through a process of determining the most pressing issues that the City needs to address. Wide ranging issues are reduced to 3 to 7 categories. These categories represent issues that if not resolved could overwhelm the City within a 3 to 5 year timeframe. Within each category, goals are developed and strategies created, along with milestones/measurements. These two documents reflect the City priorities and those priorities are reflected in this section.

3. Lack of adequate funding impacts the City's abilities to make significant progress in all areas of need. Staff resources are stretched in our effort to move all need areas ahead. For example, funding for much of the City Center Vision plan is inadequate and will continue to be a major hurdle for the City.

4. The West Valley City Council is the chief legislative , policy making, and budget approval body for the City. The council exists to provide safety, to preserve health, to promote prosperity, protect and improve the morals, peace and good order, comfort and convenience of the City and its inhabitants. West Valley City government exists to meet the needs of the citizens, businesses, and those visiting our City, and to provide for the common good. The City is committed to openness, fairness, sensitivity, responsiveness, innovation, accountability, efficiency, and excellence.

Every year the City Council defines the strategic objectives for Department Heads to organize and focus their goals for the following year. Recent focus has been on the following 4 objectives.

**Citizen Development Strategic Objective:** West Valley City believes in a healthy environment where recreational and educational options are abundant. The City will provide more options to advance the physical, social, cultural, and educational opportunities for its residents.

**Community and Economic Development Strategic Objective:** West Valley City strives to find methods to better address community and economic development needs. Some of the issues that will be addressed are: quality residential neighborhoods, parks, recreational facilities, providing retail destinations, and facilitating employment and business opportunities. An overarching goal is to create safe, clean, and aesthetically pleasing community which celebrates our diverse cultural backgrounds and is considered a place in which people are proud to be connected.

**Public Safety Strategic Objective:** West Valley City is dedicated to creating a safe environment for its residents, businesses, and visitors. To accomplish this, we strive to address and understand our citizens' concerns in a prompt and professional manner through the reduction of crime and a decrease in emergency response times. We are also committed to understanding national, state, and local emergency needs through the continued training of City staff, and the implementation of emergency plans and procedures.

**Transportation Strategic Objective:** Transportation is seen as a vital and continually evolving component of West Valley City's life. The City seeks to coordinate and promote high quality transportation options and alternatives: automobile, mass transit, pedestrian, and bicycle. Citizens and stake holders will be involved in the transportation planning process. The City will continue to pursue street improvements to maintain a safe and efficient transportation structure.

These objectives are used to organize goals found in the City's General Plan document, Consolidated Plan document, Economic Development Strategic document, department action lists, and issues identified in public surveys. Department Heads then report on a quarterly basis to the City Council on their progress. This plan is developed out of the infrastructure provided by the City's General Plan which emphasizes the following themes:

- Making the City more livable for the long term
- Creating permanent open spaces and parks
- Connectivity of uses
- Diversity of housing types
- Increasing the variety of transportation options
- The creation of a cohesive City Center including entertainment, retail, civic, and cultural activity centers
- Enhancing the City image specially in gateway areas
- Redeveloping declining commercial areas
- Improving the function and appearance of City streets
- Joining together to celebrate the unique cultural diversity of the changing population.

These themes direct the policies and actions of every department of the City as progress is made towards reaching their goals.

## **Antipoverty Strategy (91.215 (h))**

1. Describe the jurisdiction's goals, programs, and policies for reducing the number of poverty level families (as defined by the Office of Management and Budget and revised annually). In consultation with other appropriate public and private agencies, (i.e. TANF agency) state how the jurisdiction's goals, programs, and policies for producing and preserving affordable housing set forth in the housing component of the consolidated plan will be coordinated with other programs and services for which the jurisdiction is responsible.
2. Identify the extent to which this strategy will reduce (or assist in reducing) the number of poverty level families, taking into consideration factors over which the jurisdiction has control.

3-5 Year Strategic Plan Antipoverty Strategy response:

1. The First Program Year Action Program provides a good general framework to longer term programs. The key elements of West Valley City's antipoverty strategy are education, financial counseling, affordable housing, and the creation of diverse job opportunities. The City continues to work with the Granite School District to improve educational offerings, expand English skills, and enhance cultural awareness. In past years as the City's population has become increasingly diversified, test scores, a measurement of how well students understand the material being taught, have been dropping. This decrease in performance is often blamed on poor English skills and highly transient students and their families. In the lowest testing schools, it is not uncommon for class turnover during the school year to reach 60%. Obviously, this has extreme implications for the teacher, who must always be trying to catch up the new students. As the City improves its amenities, in terms of the kind of facilities it offers that interest more people in staying for the long term, some of this transience may dissipate. If transience is a function of relocating for better jobs, the City's efforts to provide better job opportunities could also address this issue. English as a Second Language (ESL) is currently a strong emphasis in Granite School District Schools in WVC. Many children are in the school system that lack adequate English skills. These children are from other countries and may live in homes where their parents speak very little English. This contributes to the students difficulties in improving their language skills. Programs for adults to improve their English have also been promoted and will continue to be a strong need over the long run.

Financial counseling will also continue to be an important emphasis for WVC. Currently all assisted housing owned by the Housing Authority gets training. Expanding this training to other persons in need will be accomplished with advertising and a sensitivity to other cultures and languages.

Many families and individuals are attracted to West Valley because of the abundant housing opportunities. West Valley has a variety of housing types and a high percentage of rental housing and mobile homes. This percentage is approximately 30%. We have often argued that if other communities would be willing to provide diverse housing types, as per West Valley, there would not be a housing crisis. The City continues to build affordable housing rental projects and has a large existing supply of low rental units.

The only category of need that the City realizes is not well served is the 30% of MFI. Several small projects have been built in past years to serve this housing need. The

City will continue to seek additional projects to help serve this demand, since it is doubtful that natural market forces will address this need.

The Economic Development division is charged with the responsibility of providing job opportunities through the expansion/retention of existing businesses and the attraction of new business to our community. They have adopted an Action Plan that focuses on the City Center, a possible auto mall, growth areas around 5600 West, promotion of the Redevelopment project areas, and the sale of certain WVC owned properties to balance the budget and provide additional funding within the General Fund.

2. The above strategies are reasonable approaches to help combat poverty in our community. More work in all four strategies is needed. Although we believe this approach will make progress toward alleviating poverty, it is not anticipated that it will solve the problem. Those that avail themselves of the opportunities will benefit but no one can force all those with a need to improve their educational status, or their understanding of their finances. Too many people in poverty have other issues such as mental health problems or addictions or serious medical issues that can not be adequately addressed in a public policy.

### **Low Income Housing Tax Credit (LIHTC) Coordination (91.315 (k))**

1. (States only) Describe the strategy to coordinate the Low-income Housing Tax Credit (LIHTC) with the development of housing that is affordable to low- and moderate-income families.

3-5 Year Strategic Plan LIHTC Coordination response:

Not applicable to West Valley City.

## **NON-HOMELESS SPECIAL NEEDS**

### **Specific Special Needs Objectives (91.215)**

1. Describe the priorities and specific objectives the jurisdiction hopes to achieve over a specified time period.
2. Describe how Federal, State, and local public and private sector resources that are reasonably expected to be available will be used to address identified needs for the period covered by the strategic plan.

3-5 Year Non-homeless Special Needs Analysis response:

1-2. The maintenance and preservation of existing housing and the creation of new opportunities for homeownership in the City are high priorities for West Valley City. Funds are proposed for home rehabilitation, emergency repairs, and down payment assistance in the City. City planners will research and recommend specific

neighborhoods for targeted education and assistance involving rehabilitation and homeownership opportunities.

The City will partner with The Road Home homeless shelter organization and use HOME funds to carry out a TBRA program benefiting twenty families leaving the shelter and attempting to achieve stability.

The Salt Lake Community Action Program coordinates volunteers to provide needed home maintenance for senior citizens living in the City. Funds will be used to purchase supplies used for seasonal maintenance and basic household repairs, allowing seniors to maintain property values and continue independent living.

HOPWA funds received through Salt Lake City will be used to provide decent, safe, and affordable housing for eight households dealing with AIDS.

As a recipient of a Shelter Plus Care grant, the City will partner with Valley Mental Health to provide housing and case management for ten households attempting to maintain a stable, largely independent lifestyle outside of a mental health facility.

### **Non-homeless Special Needs (91.205 (d) and 91.210 (d)) Analysis (including HOPWA)**

\*Please also refer to the Non-homeless Special Needs Table in the Needs.xls workbook.

1. Estimate, to the extent practicable, the number of persons in various subpopulations that are not homeless but may require housing or supportive services, including the elderly, frail elderly, persons with disabilities (mental, physical, developmental, persons with HIV/AIDS and their families), persons with alcohol or other drug addiction, and any other categories the jurisdiction may specify and describe their supportive housing needs. The jurisdiction can use the Non-Homeless Special Needs Table (formerly Table 1B) of their Consolidated Plan to help identify these needs.  
\*Note: HOPWA recipients must identify the size and characteristics of the population with HIV/AIDS and their families that will be served in the metropolitan area.
2. Identify the priority housing and supportive service needs of persons who are not homeless but require supportive housing, i.e., elderly, frail elderly, persons with disabilities (mental, physical, developmental, persons with HIV/AIDS and their families), persons with alcohol or other drug addiction by using the Non-homeless Special Needs Table.
3. Describe the basis for assigning the priority given to each category of priority needs.
4. Identify any obstacles to meeting underserved needs.
5. To the extent information is available, describe the facilities and services that assist persons who are not homeless but require supportive housing, and programs for ensuring that persons returning from mental and physical health institutions receive appropriate supportive housing.



6. If the jurisdiction plans to use HOME or other tenant based rental assistance to assist one or more of these subpopulations, it must justify the need for such assistance in the plan.

3-5 Year Non-homeless Special Needs Analysis response:

1. See Chart
2. The high priority housing and supportive service needs are for the severely mentally ill, the developmentally disabled, and the frail elderly. See Chart
3. The limited funding available necessitates prioritizing these needs. The priority was based on directing funding to the most vulnerable among us, especially those who are unable to improve their physical or financial situation in life.
4. The obstacles to meeting underserved needs are financial.
5. West Valley City has several organizations that work to benefit the mentally ill and the developmentally disabled. Valley Mental Health is a premier organization that serves the entire state in providing a wide range of counseling services and treatment facilities. Their emphasis is to place individuals in mainstream housing with the level of case management necessary to keep individuals functioning independently or semi-independently. The Work Activity Center serves the developmentally disabled and their families by providing jobs and group homes where those who are over the age of eighteen can live and grow. Case management is on a case by case basis, with most individuals needing simple reminders on hygiene and cooking and a ride to work, where they are employed in jobs that suit their individual level of development.
6. The Work Activity Center is in need of rehabilitation work on eight units located in West Valley City. They have approached the City for assistance. HOME funds from the Salt Lake County consortium are being considered to assist this excellent organization, located in close proximity to the location planned for the City Center.

## **Housing Opportunities for People with AIDS (HOPWA)**

\*Please also refer to the HOPWA Table in the Needs.xls workbook.

1. The Plan includes a description of the activities to be undertaken with its HOPWA Program funds to address priority unmet housing needs for the eligible population. Activities will assist persons who are not homeless but require supportive housing, such as efforts to prevent low-income individuals and families from becoming homeless and may address the housing needs of persons who are homeless in order to help homeless persons make the transition to permanent housing and independent living. The plan would identify any obstacles to meeting underserved needs and summarize the priorities and specific objectives, describing how funds made available will be used to address identified needs.
2. The Plan must establish annual HOPWA output goals for the planned number of

households to be assisted during the year in: (1) short-term rent, mortgage and utility payments to avoid homelessness; (2) rental assistance programs; and (3) in housing facilities, such as community residences and SRO dwellings, where funds are used to develop and/or operate these facilities. The plan can also describe the special features or needs being addressed, such as support for persons who are homeless or chronically homeless. These outputs are to be used in connection with an assessment of client outcomes for achieving housing stability, reduced risks of homelessness and improved access to care.

3. For housing facility projects being developed, a target date for the completion of each development activity must be included and information on the continued use of these units for the eligible population based on their stewardship requirements (e.g. within the ten-year use periods for projects involving acquisition, new construction or substantial rehabilitation).
4. The Plan includes an explanation of how the funds will be allocated including a description of the geographic area in which assistance will be directed and the rationale for these geographic allocations and priorities. Include the name of each project sponsor, the zip code for the primary area(s) of planned activities, amounts committed to that sponsor, and whether the sponsor is a faith-based and/or grassroots organization.
5. The Plan describes the role of the lead jurisdiction in the eligible metropolitan statistical area (EMSA), involving (a) consultation to develop a metropolitan-wide strategy for addressing the needs of persons with HIV/AIDS and their families living throughout the EMSA with the other jurisdictions within the EMSA; (b) the standards and procedures to be used to monitor HOPWA Program activities in order to ensure compliance by project sponsors of the requirements of the program.
6. The Plan includes the certifications relevant to the HOPWA Program.

3-5 Year Strategic Plan HOPWA response:

1-6. Not applicable to West Valley City.

### **Specific HOPWA Objectives**

1. Describe how Federal, State, and local public and private sector resources that are reasonably expected to be available will be used to address identified needs for the period covered by the strategic plan.

3-5 Year Specific HOPWA Objectives response:

1. Not applicable to West Valley City.

### **OTHER NARRATIVE**

Include any Strategic Plan information that was not covered by a narrative in any other section.